INFLUENCE OF DONOR FUNDING ON PROJECT IMPLEMENTATION: A CASE OF HEALTHCARE PROJECTS IN MACHAKOS COUNTY, KENYA

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A Research Project Report Submitted in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Arts Degree in Project Planning and Management, of the University of Nairobi.

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DECLARATION

This research project report is my original work and has not been presented for a degree in any other institution.

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Signature Date

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L50/72027/2014

This research project report has been submitted with my approval as university supervisor.

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DEDICATION

I dedicate this research project to my parents Lydia and Gregory Kivanguli who insisted and still insist that education is the key to progress.

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ABBREVIATIONS AND ACRONYMS

CDF	**:**Constituency Development Fund
DA	**:**Developent Aid
ESP	**:**Economic Stimulus Programme
GHIs	**:**Global Health Initiatives
IFC	**:**International Financial Corporation
PIU	**:**Project Implementation Unit
PWC	:PricewaterhouseCoopers
RBV	**:**Resource Based View
SDGs	**:**Sustainable Development Goals
UHC	**:**Universal Health Coverage
UNESCO	**:**United Nations Educational Scientific and Cultural Organisation
WHO	**:**World Health Organisation

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ABSTRACT

In order to meet the funding shortfalls in the budget, governments across the world and in Kenya rely on funding from donors. The donors include private individuals, private companies, faith-based organisations, governments, non-governmental agencies. However, research has shown that donor-funded projects often remain incomplete. The purpose of this study was to determine the influence of donor funding on the implementation of healthcare projects in Machakos County, Kenya. The objectives of the study were to determine the influence of financial regulations, project administration regulations, risk management regulations, and reporting regulations on the time taken to complete projects, the quality of projects, and the cost of projects. The study focused on projects undertaken during the period 2014-2017. The study was anchored on the Agency Theory, Efficiency Theory, and Resource-Based View Theory. The study focused on the 65 donor-funded projects undertaken in the county. The study utilized census sampling approach where the 65 project managers constituted the sample size .The data using a questionnaires. The findings were analysed using descriptive and inferential statistics. The findings revealed that financial regulations, project administration regulations, risk management regulations, reporting regulations and government procurement procedures had a positive and significant influence on the implementation of healthcare projects in Machakos County, Kenya as implied by beta coefficients of 0.647, 0.502, 0.967, 0.510 and 0.575 significance values of 0.008, 0.007, 0.000, 0.000 and 0.009 respectively. The influence of financial regulations, project administration regulations, and reporting regulations increased while the effect of risk management regulations reduced. The study concluded that the donor funding terms and conditions enabled the successful implementation of healthcare projects in Machakos County, Kenya. The study recommends that the donor and the government review their terms and conditions, and procedures to make them easier to understand and to comply with. The study recommends that the county government of Machakos should develop frameworks to ensure that all the donor funding terms and conditions are strictly complied with.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The importance of adequate and appropriate healthcare is critical to the wellbeing and flourishing of individuals across the world. The traditional sources of funding to healthcare include taxation, private insurance, out of pocket payments, social insurance and foreign aid (Brough & Marquez, 2016). A report published by the World Bank and the World Health Organisation in 2017 shows that approximately 3.5 billion people across the globe cannot access health services, while 100 million households are pushed into extreme poverty annually due to health expenses. Additionally, 800 million people use at least 10% of their income and that of their families to cover health care expenses.

Due to the importance of healthcare governments in Africa have shown commitment to the health agenda through the declarations of Abuja (2001), Ouagadougou (2009), Tunis (2012), and Luanda (2014). The declarations have been accompanied by efforts at the country level to improve the quality and quantity of healthcare. In particular, the share of public resources allocated to health has been increasing over time (Kieny & Moeti, 2016). Further, the adoption of the new Sustainable Development Goals (SDGs) has led to the global and regional discourse on health. Many countries around the globe and in Kenya have established Universal Health Coverage as the main target of their healthcare policy (Kieny & Moeti, 2016). According to Kieny and Moeti (2016), there has been a challenge in translating the declarations and policies into actual outcomes particularly in sub-Saharan Africa. The International Financial Corporation (IFC) (n.d.) stipulates that Sub-Saharan Africa has the poorest healthcare coverage in the world. According to the IFC, the region has 11% of the world population but bears 24% of the global disease burden. Further, the expenditure on health is less than 1% of the global expenditure on health; the region has only 3% of the world's health workers.

These shortfalls result in the region having the highest deaths of children under the age of five, the highest maternal mortality rate, and the largest number of HIV/AIDs, malaria, and tuberculosis deaths. The region additionally lacks the infrastructure needed to provide healthcare services to a bulk of the population. According to the World Health Organisation (2018) the main barrier to access to quality healthcare across the world is financing with the challenge being felt mostly in low-income countries. According to the IFC (n.d.), there need to be innovative financing strategies in order to meet the growing demands for healthcare. According to Kieny and Moeti (2016), the biggest factor contributing to the dismal performance of the health sector in Africa and across the globe is the lack of financing and investment.

In developing countries, development aid and donor funding consists of a substantial amount of the total government budget. This is because most of these countries do not generate sufficient funds to cater for the large capital investment needs of the various government projects. There are four kinds of development aid (DA) that a country can receive namely public or private; bilateral or multilateral; balance of payment support which can be in the form of financing or technical assistance; and tied or untied funding which can be linked to the acquisition of goods and services from the donor (Lukio, 2018). In the health sector, the funding normally takes the form of donor-funded projects, Global Health Initiatives (GHIs), support of local programmes, and through budgetary support (Nabyonga, Ssengooba, & Okuonzi, 2017).

According to WHO in 2004 African countries spent cumulatively USD 35.53 billion; analysis showed that of this amount USD 2.23 billion was from external sources (WHO, 2008). The external financing to health projects varied across the continent with 41-60% of healthcare funding for six nations coming from external donors. Therefore, the financing from donor plays a critical part in the health care programmes in a country. The donors/financiers of the healthcare projects are multilateral organisations that must justify their assistance on the basis of promoting accountability, sound governance, citizen involvement and upholding of human rights (McCandles & Guy, 2013). Therefore, donor countries and agencies attach conditions to the funding that they give. According to Project Management Institute (2019b), projects are the building blocks to development. Successful projects require proper project identification, preparation, financing, and implementation, without these the Project Management Institute (2019b) indicates that development plans remain wishes and the development of nations will remain stagnant or worse still regress. According to Abuzeid (2009) delay in project gestation period particularly for development projects funded by donors has been a major impediment to the implementation and performance of such projects.

1.1.1 Donor Funding

Delivering projects on time and within the budget is a minimum requirement for most business organisations. As such, projects and project managers follow the laid out project management practices including a comprehensive evaluation of the scope and budget, risk assessment and management, and monitoring and evaluating project results (Manpower, 2017). The funds allocated by donors are based on agreements that indicate the terms and conditions of the funding. One of the main elements of the terms and conditions is the process of disbursement procedures during that project implementation process. The disbursement of funds determines if the project will be completed within the allocated budget, time, and quality (Keng'ara, 2014).

Padilla, Staplefoote, and Morganti (2012) stipulate that terms and conditions are set out so as to strengthen the capacity and efficiency of the implementation agency. The need for stringent terms and conditions are attributed to the increased cases of ineffective management of donor projects and funds, lack of proper plans, poor record keeping, lack of the necessary policies and procedures, and high employee turnover (Padilla et al. 2012). Most of the terms and conditions stipulated by the donor entities are the accountability criteria. The accountability criteria are meant to ensure efficiency and transparency in the identified programmes and projects (Hendrickse, 2008). The increased level of donor supervision stimulates the implementing entities to be more accountable and to improve their management of the projects. The main donor regulations include financial regulations, project administration regulations, risk management, and reporting.

Financial regulations are put in place in order to ensure that the expenditure during project implementation is in line with the budget and conforms to the eligibility criteria set out by the donor (Zdunek, 2017). The administrative regulations given by donors include competency of the project team, management of the project, and procedures (Lukio, 2018). According to Ouma (2012), the quality, cost, and schedule of a project are determined by the technical and managerial capacity and capability of the team implementing the project.

A survey by PricewaterhouseCoopers (PWC) (2012) found that organisations that do not use risk management techniques reported that only 10% of their projects attained the required performance indicators. This value was less for organisations, such as governments, that implemented complex projects. The financial costs associated with the failure to achieve the desired performance indicators was approximately 24% of the total budget costs with the cost increasing by a factor of ten in large and complex projects (PWC, 2012). Payne and Watt (2016) indicate that even the most carefully planned project can face problems. These problems are referred to as risks. The risk management process in projects includes risk assessment and mitigation strategies for the risks that might occur (Parker & Mobey, 2004).

Financial reports are indications of the project's progress. The reports contain a list of expenditures. These expenditures are linked to a given stage of the project implementation (Zdunek, 2017). Different donors have different financial reporting frequencies, deadlines, contents, and attachments. The financial reports indicate to the donors if the deliverables are in line with the quality requirements, within the budget, and provide clarifications on actions taken during the project implementation. In order to ensure that the information provided in the financial reports is adequate donors often develop reporting templates. Cassel and Janovksy (2009), found that donor funded projects are sometimes unsuccessful as the funding is not in line with the health priorities of the recipient nation. Shiffman (2014) found that donor funded projects often are not implemented due to lack of accountability.

1.1.2 Donor Funded Health Care Projects in Machakos County

The County of Machakos has over the last six years since its formation implemented numerous health care projects. Under the Economic Stimulus Programme (ESP) and the Constituency Development Fund (CDF), the County was able to increase the number of health facilities. The county has 193 hospitals which include one hospital which is level 5 and four level 4 hospital during the fiscal years 2014-2017 (Republic of Kenya, 2018). However, the County government is not able to fulfil its mandate with the shortfall being filled by other entities. In addition to the government owned hospitals there are 32 hospitals owned by faith-based institutions, 9 hospitals owned by NGOs and 128 privately- owned hospitals (Republic of Kenya, 2018). Unfortunately, most of these facilities are in the urban area with patients in the rural areas having limited or no access to health services and facilities.

According to data published by the World Health Organisation (WHO) (2017) approximately 27% of the children in the county are malnourished, only 70.4% had been immunised against the WHO required level of 85%, only 47.4% of births are attended by skilled attendants, contraceptive prevalence of 68%, and only 83% of persons with HIV received treatment (Repbulic of Kenya, 2018). In order to meet the financing gaps in the provision of health services, the County government has turned to donors for funding. Table A1.1 (Appendix 1) shows health projects financed by donors.

Table A1.1 shows the current status of donor-funded projects that were supposed to be completed during the fiscal period 2013-2017. The findings indicate that the projects are still ongoing or are at the planning stage. Reports of the Auditor General (2014; 2015; 2016; 2017) shows that the County Government of Machakos received grants and funds from donors and other foreign entities that it could not account for. In the audit report of 2015, the auditor general noted that the revenue collected by hospitals in the County of Machakos was Kshs. 151, 031,793. However, this amount included donor funding of Kshs. 95, 276, 850 from the World Health Organisation a major donor. Further, the auditor general reports (2014; 2015; 2016; 2017) show that a number of health projects had been started but had not been completed. In response to the queries raised in the auditor general's reports, the county government indicated that none of the funds given by the donors had been lost. They stated that the terms and conditions on donor funding were making it difficult to implement and finish projects (Njagih, 2014; Onyango, 2019; Gathungu, 2019).

1.2 Statement of the Problem

The average income per year in Sub-Saharan Africa is approximately $2,041 which is dismal as compared to that in Europe of $ 27,555. Approximately 73% of the population lives on less than $2 per day (Global Growing, 2014). Governments on the continent are not able to raise sufficient funds from internal sources to fund various services. The lack of funds has hampered the efforts of the governments on the continent to improve the quality of life and standards of living of the citizens. The lack of funding is most acutely felt in the health sector. The lack of funding to health means that thousands of people die from treatable diseases. For example, WHO indicates that more than 445,000 people died of malaria in 2016 with approximately 95% of the deaths being recorded in Africa (Ghani, 2017). In the rest of the world, such diseases have largely been eradicated.

In order to meet the funding shortfalls in the budgets governments across the world and in Kenya rely on funding from donors. The donors include private individuals, private companies, faith-based organisations, governments, non-governmental agencies. Abuzeid (2009) found that donor funded projects across the globe face numerous challenges including lack of accountability, lack of sufficient funding, differing opinion between donors and recipients, and stringent terms and conditions. These factors inhibit the implementation of the identified projects. According to Lukio (2018), the key factors that inhibits the implementation of donor funded projects are the regulations and conditions attached to such financing.

A review of reports by the County of Machakos indicates that there are numerous healthcare programmes and projects that have been earmarked for implementation during the fiscal year 2013-2017. However, a majority of the projects remain at the planning stage or are incomplete. Further, reports by the Auditor-General (2014; 2015; 2016; 2017) show that the County Government of Machakos has received billions of shillings from donors while the earmarked projects remain incomplete. According to the County Government of Machakos, the challenges of donor funded project implementation are due to disagreements with the donors. Hence, the necessity for this study to establish influence of terms and conditions by donors on the implementation of healthcare projects in Machakos County.

1.3 Purpose of the Study

The purpose of the study was to determine the influence of donor funding on project implementation: the case of healthcare projects in Machakos County.

1.4 Objectives of the Study

The study was guided by the following objectives:

(i) To determine the influence of financial regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya.

(ii) To examine the influence of project administration regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya.

(iii) To establish the influence of risk management regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya.

(iv) To determine the influence of reporting regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya.

(v) To determine the moderating influence of governance policies on the implementation of donor funded healthcare projects in Machakos County, Kenya.

1.5 Research Questions

(i) What are the influences of financial regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya?

(ii) What are the influences of project administration regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya?

(iii) What are the influences of risk management regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya?

(iv) What are the influences reporting regulations on the implementation of donor funded healthcare projects in Machakos County, Kenya?

(v) What is the moderating influence of governance policies on the implementation of donor funded healthcare projects in Machakos County, Kenya?

1.6 Research Hypothesis

The study was guided by the following hypothesis:

1. H_O: There is no statistically significant relationship between financial regulations and project implementation.

   H_A: There is a statistically significant relationship between financial regulations and project implementation.

2. H_O: There is no statistically significant relationship between project administration regulations and project implementation.

   H_A: There is a statistically significant relationship between project administration regulations and project implementation.

3. H_O: There is no statistically significant relationship between risk management regulations and project implementation.

   H_A: There is a statistically significant relationship between risk management regulations and project implementation.

4. H_O: There is no statistically significant moderating effect of government policies on the implementation of projects.

   H_A: There is a statistically significant moderating effect of government policies on the implementation of projects.

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1.7 Significance of the Study

The findings of the study may help organisations that receive donor funds to identify the link between the terms and conditions of the donors and project implementation. The findings of the study may enable the recipients of donor funds to identify areas of concern and develop corrective actions that would enable them to meet the donor terms and conditions. The findings may be insightful for policy makers as they may gain an understanding of the procedures and processes associated with donor projects and how they impact the implementation of government policy. This may enhance the chances of county governments achieving their set out mandate, meeting the goals of Vision 2030, and fulfilling the millennium development goals.

The findings of the study may assist donors to understand their role in the implementation of projects that improve the quality of life. The findings may indicate to the donors' areas where they need to take corrective action so that the projects they fund are completed. The findings of the study may make a significant contribution to the body of research in the field of project management, management of donor funds, and project implementation. The findings of this study can form the foundation for future research work.

1.8 Delimitations of the Study

The study limited its scope to Machakos County. This County was chosen as it receives significant amount of funding from donors and has a large number of donor funded projects that are not complete. Machakos County has a population of approximately 1.4 million people with 300,000 households and covers an area of 6,208 square kilometres (Machakos Investment Promotion Board, 2018). The County is within the Nairobi metropolitan area that includes other counties such as Nairobi, Kiambu, Muranga, and Kajiado. The main economic activity in the County is agriculture. Administratively, the county is divided into eight sub-counties/constituencies namely Mavoko, Kathiani, Machakos, Matungulu, Yatta, Masinga, Mwala, and Kangundo. Appendix 1 shows the map of Machakos County. The study will be limited to the period 2014-2017.

The study only focused on healthcare projects in Machakos County, Kenya. This is despite the fact that the donors finance projects in every sector of Machakos County and the whole of Kenya. In order to get a comprehensive view of the terms and conditions attached to donor financing, the study will sample all the health projects undertaken in Machakos County that are funded by donors.

The researcher collected information from all the officers who were in charge of the donor funded projects. The researcher was unable to contact all the project officers. Thus, the researchers had to attend the various weekly meeting in order to meet the project officers.

1.9 Limitations of the Study

It was difficulty to get all respondents at the scheduled time of data collection. To counteract this challenge I had to reschedule my data collection to fit their tight schedule. Also the respondents were hesitant to provide the information pertaining to the study variables due to fear of reprimand by the management. To overcome this I informed them that the information provided would be used for academic purposes only.

1.10 Assumptions of the Study

The study assumed that the respondents gave honest responses to the questions as they were assured of anonymity, and the information would be handled with confidentiality. The study also assumed that all the respondents would avail themselves to participate in the study.

1.11 Definition of Significant Terms

Budgetary Support: This is a mechanism of providing economic and financial assistant mostly to governments through international aid. The finances are given directly by donors to the recipient government.

Financing Regulations: These are the guidelines, requirements, and restrictions aimed at ensuring integrity of the finances. The regulations govern the use of the funds and the accounting for these funds.

Global Health Initiatives: This are humanitarian activates that solicit and allocate finances for infectious diseases such as HIV/AIDS, malaria, tuberculosis, Ebola, etc. The aim of the GHIs is to enhance healthcare particularly in developing countries.

Governance Policies: These are the policies that determine how activities that are done by government agencies are conducted. These policies include procurement, management of personnel, and management of property.

Project Administration Regulations: These consists of rules that specify the manner in which the project will be administered and managed.

Procurement Procedures: These refer to the guidelines that are used when purchases of goods and services are done. These encompass procurement committees and tendering systems.

Reporting Regulations: These consist of detailed requirements for the financial and programmatic reports submitted to the donors. They stipulate the information to be contained in the reports, format of the reports, and frequency of reporting.

Risk Management Regulations: These are regulations that specify the manner in which the risk facing the project will be identified, assessed, and the mitigation strategies.

Sustainable Development Goals:. These were objectives that were adopted by all countries that are members of the United Nations in 2015. The objectives were to end poverty, protect the planet, and work towards peace by 2030.

Universal Health Coverage: This is a policy or plans that ensure all the citizens have access to promotive, preventative, curative, rehabilitative, and palliate health care as and when they need it in sufficient quantity, and at the highest standards. The cost of the health services should be attainable by any and all citizens.

1.12 Organisation of the Study

This project is divided in five chapters. Chapter one consists of background of the study, statement of the problem, research questions and research objectives are summarised. Chapter two provides the reviewed literature associated with the topic of the study. Chapter three provides the methodology to be used to answer the research questions. Chapter four provides the study findings and a discussion of the findings. Chapter five provides the summary, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of the literature associated with donor funding and project implementation. This section includes review of theory, empirical literature, and the subsequent development of the conceptual framework.

2.2 Project Implementation

Project implementation is the part of the project process that entails the execution of the work plan. This process is often very complex as it requires the coordination of a wide array of activities and personnel. This stage is overseen by a project manager or a project management team who coordinate the people working on the project, manage the budget, communicate with the stakeholders, and carry out procurement amongst other duties. Project implementation is considered to be successful if it is carried out within the stipulated time period, within budget and meets the specified quality.

The most important part of donor funded project implementation is the process of funds disbursements. The schedules of project activities and plans are based on the disbursement schedules and amounts. Nkamelu (2011) argues that funds disbursements are critical for project financial management given that projects are based on the capital budgeting principles were by all cash flows are targeted with activities that must be ascertained with a high degree of accuracy so the intended outcomes are achieved within a given period of time. Further, all decisions made during the implementation process invariably have financial implications. Capital budgeting in public financial management entails the decision to spend current funds in long-term projects based on the expectation that the benefits will be accrued over a given number of years (Kaufman, 2012).

The expenditure has long-term implications and the benefits are normally evaluated as investment decisions as they are mostly infrastructure and social-based projects such as roads, healthcare, manufacturing, schools, amongst others (Keng'ara, 2014). The investment in these projects require large flow of funds which is in the form of current assets such as inventories and receivables

(Pandey, 2005). Thus, the cash flows are staggered over the period of construction and project implementation. The cash streams are in the form of a logical sequence of sub-activities associated with the different stages of the project. When planning for these expenditures Government and government agencies like business entities consider the cash inflows as critical parts of the project process. The funds are clearly designated for planning purposes and committed to the project so as to ensure that the projects are successfully implemented without the possibility of stoppages or abandonment. This entails prior procurement of funds from internal sources such as appropriations-in-aid, and externally from loans, aid, and grants (Gohou & Soumare, 2009).

2.3 Donor Funding and Project Implementation

The disbursement of funds entails the release of funds by the funding entity typically the national government and donors. The funds are normally released upon the request by the project implementing unit (PIU). The request include the first request and subsequently replenishments. The disbursement of the funds is subject to the approval of the donors (Donkor, 2011). The national government and the county governments in Kenya lay their budgets for approval in their respective assemblies. In the budgets, the governments lay out the sources of income and the expenditure that runs for the period June to July. The estimates are prepared in the form of zero-based budgeting whereby funds for the year which are not spent are returned to the national Treasury (Keng'ara, 2017). This approach is considered appropriate given that it is easy to implement and appropriate for the cash basis of accounting.

The donor funds to be disbursed by the donors must be applied for. In the process of direct payments, the project implementing agency requests the donor to make payments to the suppliers. The funds can also be paid in form of reimbursements whereby the project implementing unit (PIU), submits fully supported and certified account of the sums incurred and the donors refund the amounts incurred (Africa Development Bank, 2009). The progress in the implementation of the project is determined through an evaluation on the amount spent on the various activities of the project. The terms and conditions attached to the disbursement of funds is determined by the donor and vary significantly (Nkamelu, 2011). Funds that are not spent are remitted back to the Treasury. The same funds are reapplied for in the next fiscal year with no guarantee of approval. This makes the process and prospect of project completion challenging.

The disbursement of funds by the donors can be through direct payments, reimbursement, reimbursement guarantee, and special account. In the direct payments process, the donors make payments directly to the vendors e.g. suppliers, contractors, and consultants. This approach is normally used for civil works progress, payments, acquisition of good and equipment. The Special Accounting also referred to as the Revolving Fund entails the donor disbursing the funds into a designated account to finance the expenditures as they are accrued and for which proof of performance is provided at a later date. This method is thought to be appropriate for small and numerous expenses arising from operations (Kaufman, 2012). The PIU must ensure that all the funds in the special account are fully accounted for before a given period. After the expiry of the stipulated period the PIU must refund the unaccounted funds.

Normally, the government opens offshore accounts to handle this transfers. The funds are managed by the Ministry of Finance and the Central Bank of Kenya. According to research conducted by Keng'ara (2014) the amounts in the special accounts and the final printed annual estimates do not tally with the approved project annual work plans and allocations. Further, the total actual disbursements from the special accounts often falls short of the print budgeted estimates. The disbursements were also found to be untimely and in smaller tranches than that stipulated in the donor documents. Bulir and Lane (2002) established that the process of project implementation was hampered by the erratic flow of funds from donors. According to Bulir and Lane (2002) funds from donors was more than seven times more volatile than funds allocated to projects through domestic fiscal allocations. Further Ndaruhuste and Brannelly (2006) found that donor funding was unpredictable and erratic within a given year and between years thereby affecting the project implementation process by a large extent.

2.4 Financial Regulations and Project Implementation

Financial regulations are the guidelines, requirements, and restrictions aimed at ensuring the integrity of a given system. The financial regulations govern the use of funds from the donor and specify the applicable accounting standards for reporting on the use of the funds (United Nations Educational Scientific and Cultural Organisation (UNESCO), 2019). The financial regulations stipulate the financial period, budgeting process, spending guidelines, provisions for under/over expenditure, and disbursement procedures (UNESCO, 2019). The financial regulations are geared at controlling the project process. According to the World Bank (2012), proper financial regulations are critical for project success. Timely and relevant financial reports provide a framework for better decision making, thus speeding the physical progress of the project, and the availability of funds, and reducing delays and bottlenecks. According to the Project Management Institute (2019a), financial management and regulations are part of the nine factors that determine project success. This is achieved as the regulations ensure that there are regular status reports, the contract requirements are met, and the financial plans followed.

The disbursement of funds is the most important factor for the implementation of projects. It is the basis on which activities and plans translate into output in the project process. The disbursement of funds is thus a critical and fundamental part of project financial management given that the projects are constructed on the basis of capital budgeting principles whereby all relevant cash flows are associated with a given activity. According to Nkamelu (2011), the disbursement of funds is supposed to be straight forward. However, this is not the case for donor projects as the process is governed by financial regulations that are complex and require strict adherence (Kengara, 2014).

2.5 Project Administration Regulations and Project Implementation

The process of project administration involves the project management strategies, competencies of the project team, and project processes and procedures. According to Buehring (2018), the project management practices include the clear definition of the project scope and objectives, stipulation of the desired outcomes, development of implementation plans, monitoring and evaluation of the project, procedures and process, and competencies of the project team. The Rotterdam School of Management (2016), stipulates that project administration is linked to project management and encompasses the strategies that allow for seamless project implementation.

2.6 Risk Management Regulations and Project Implementation

Risk management entails identifying, analysing, and formulating, responses to the risk faced. According to Kendrik (2009), risk is an unavoidable occurrence that significantly affects outcomes. According to Talent (2014), main methods namely risk identification, risk assessment, and risk mitigation. Risk identification entails the determination of the risks that a project faces. Risk assessment entails determining the impact of the risk and the most affected entities. Risk mitigation entails the reduction of risks so that it can be manageable levels or avoidable (Project Management Institute, 2013).

2.7 Reporting Regulations and Project Implementation

There are strict conditions attached to the disbursements of funds. Amongst the conditions was the reporting regulations. Gopinathan and Gennady (2017) found that in the donors in the United States required transparency and accountability, details of the use of their resources, and the outcomes. These measures were put in place to ensure the efficient and effective use of donor funds. According to Caccavale, Hover, and Stoddard (2016), the reporting regulations consisted of detailed individual reports both financial and programmatic of the aspects of the project that have been implemented. Most of the donors specify the reporting requirements which stipulate the information required, the format, and frequency (Inter-Agency Standing Committee Humanitarian Financing Task Team, 2016).

Roselli, Fabbri, and Esland (2016) found that there has been a rise in the number of reports required by donors. These reports often run into many pages with a lot of detailed explanations. The number of reports required annually require significant amount of time and staff hours to produce. Further, the recipient organisations have to attach supporting documentation, which is often beyond the standard frequency. Additionally, the donors require ad hoc or informal reports that are often not part of the stipulated reporting regulations.

2.8 Theoretical Framework

The study was premised on the following theories:

2.8.1 Agency Cost Theory

This theory emerged in the 1970s' from the schools of economics and institutional theory. The theory is associated with the works of Stephen Ross, Barry Mitnick, Michael Jensen, and William Meckling (Mitnick, 2006). In this theory, it is premised that agency problems occur as a result of one entity (in most cases the agent) makes decisions on behalf of or that impact another entity (in most cases the principal) (Jensen & Meckling, 1976). Problems arise in situations where the agent is motivated by their interest which are in contest with the principals (Eisenhardt, 1998). The problems arise due to asymmetric of information, whereby the agent has more information than the principal. Additionally, problems arise because the principal cannot directly ensure that the agent acts in his/her best interest (Bebchuk & Jesse, 2011). Often, the principals may be significantly concerned with the possibility of being disadvantaged by the agent that they decided not to undertake a given venture; this decision results in lower welfare overall.

The agency problem is more execrated when the agent is acting on behalf of multiple principals. This is because all the principals have to agree on similar objectives which are assigned for the agent to implement. The individual principals may lobby the agent to act in their interest at the expense of the other agents (Gailmard, 2009; Voorn, Van Genugten, & Van Theil, 2019). This results in free-riding in the steering and monitoring, duplicate steering and monitoring, and conflicts (Khalil, Martimort, & Parigi, 2011). These conflicts increase the chances of agency problems (Garrone, Grilli & Rousseau, 2013). Common examples of relations which experience agency problems are the corporate management (agents) and shareholders (principals), elected officials (agents) and citizens (principals), brokers (agents) and buyers/sellers (principals) (Li, 2011).

Research has found that there has been significant contribution to various development projects by various aid and development partners but the effect of the fiduciary contributions did not seem to bear the desired outcomes. Johnston (2011) attributes the failure of the donor funds to achieve the desired outcomes on the agency problem. Johnston (2011) found that aid donated to various countries was used on limousines or presidential places and not on the intended projects. According to the World Bank (2011), the market for donor aid falls in the same parameters for the corporate market. The achievement of the donor (principals) objectives is done through flow of information between the parties and strict control of the implementers (agents). Various mechanisms are put in place to manage the agent-principal problem. Employers (principals) use piece rates, commissions, profit sharing, and efficiency wages to ensure the performance of contracts by employees. This study aims to evaluate the use of terms and conditions by the donors to ensure proper implementation of projects by Machakos County, Kenya.

2.8.2 Efficiency Theory

The term efficiency, when used in economics, refers to the maximization of production of goods and services while at the same time minimising costs. A system is said to be more efficient than another if it can produce more goods and services without requiring additional resources. According to Jehle and Reny (2011) efficiency is achieved when no one can be made better off without making another person worse off; additional output can only be achieved with additional inputs, and; production is at the lowest possible unit cost. According to Williamson (2010), productive efficiency is distorted by the misallocation of resources. Lukio (2018) found that efficiency theory is applicable in studies of donor funding and project implementation as the donors aim at maximising the impact of their donations and intervention programs. Efficiency theory refers to the ability of the implementing entity to produce maximum output with minimum expenditure, within the stipulated time, and at the required quality. This study evaluated the efficiency of healthcare projects implemented by Machakos County, Kenya.

2.8.3 Resource-Based View Theory

According to Barney (1991), this theory postulates that the firm's resources can be exploited to achieve sustainable competitive advantage. The Resource-Based View (RBV) focuses on the internal resources available to the firm. The theory identifies the firm's assets, capabilities, and competencies as the drivers of performance. Barney (1991) suggests that resources should be valuable, rare, imperfectly imitable and not substitutable. This suggests that the firm must have unique competencies to increase performance. The RBV theory has received acceptance in different disciplines including economics, law, management, marketing, supply chain management, and general business (Hunt, 2013). According to Killen, Jugadev, Drouin, and Petit (2012), in project management resources and capabilities are determinants of the performance of projects.

2.9 Conceptual Framework

This concept summarises the relationship between the independent and dependent variables.

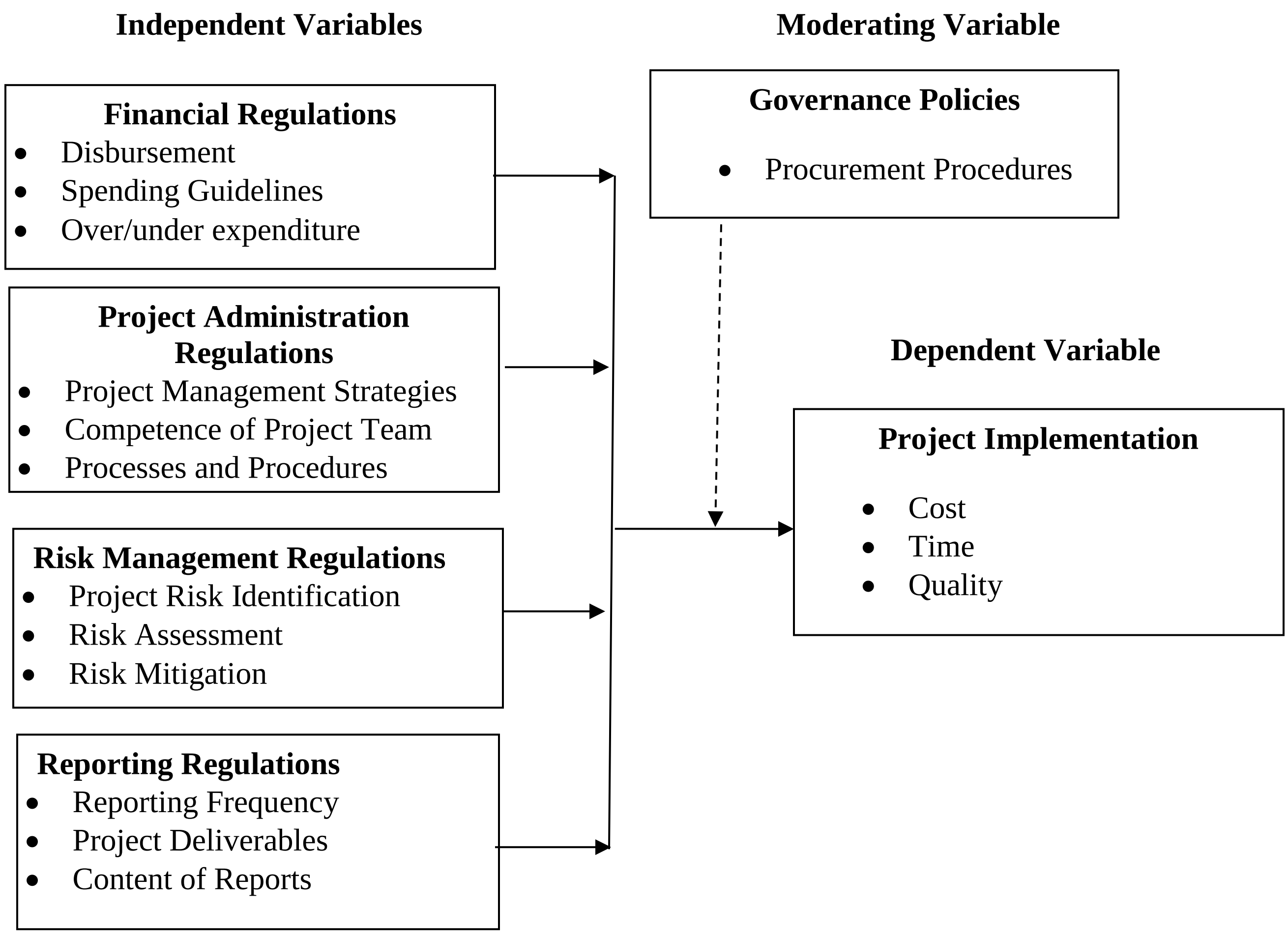

Figure 1: Conceptual Framework

Financial regulations to be evaluated include disbursement of funds, spending guidelines, and over expenditure. The project administration regulations include the project management strategies, competence of the project team, and the processes and procedures for undertaking the project. The risk management terms and conditions include project risk identification, risk assessment, and risk mitigation. The reporting regulations include the reporting frequencies, project deliverables and content of the report. The evaluation of the four independent variables is on the basis of how they affect the successful implementation of the project. A project is thought to have been successfully implemented if it is implemented within budget, within the stipulated time period, and in within the desired quality standards.

In Kenya, the national government is ultimately responsible for the use of public resources and investments. The role of the government therefore encompasses activities such as delivery of healthcare, education, agriculture, employment amongst others. Accordingly, the management of resources by county governments and other government entities is part of the responsibility of the government. Therefore, the management of the use of funds, both from the national government and the donors, is overseen by the government. According to Monyocho (2015), the national government in Kenya has developed extensive procurement procedures to guide the use of resources and investments in all public sectors. Mwangi (2017) established that compliance with procurement procedures by public entities in Kenya ensured proper utilisation of project funds, proper governance of projects, and fulfilment of the government's objectives.

2.10 Summary of Literature Review

This chapter provided a review of the theoretical, empirical, and conceptual framework through an extensive review of extant literature. A review of empirical studies has found that most of the focus of the researchers was on theme to do with project implementation, funds disbursement, delays and deviations in cash disbursements, factors that influence the process of project implementation, project management, and risk management. These studies are relevant as they provide information on various aspects of project management and project implementation.

The review of literature shows that little focus has been given to the donor funding and how the impact the process of project implementation. It is critical that the requirements of the donors with regard to the money given be evaluated so as to ensure that projects are fully implemented. The review of theory indicates that there is no single theory that links the terms and conditions on the process of project implementation. However, the theories reviewed do provide a rational for the need for donor terms and conditions. The agency theory explains the conflict that arises between the owners of capital, the principals and the agents, the firm's employees. The agency cost theory postulates that the agents work in their own interest without regard for the principals

Similarly, such conflicts can occur between the donors (the principals) and the project implementer's, the agents. This occurs when they divert funds intended for one purpose for other purposes or do not stick to the set out objects. The efficiency theory explains the importance of using resources efficiently to maximise the outcomes. The resource based theory reinforces the notion of the importance of resources to the successful performance of projects. These theories explain the importance of the donor funding to the process of project implementation. The study sought to evaluate the applicability of the concepts presented in the theories in the healthcare projects implemented in Machakos County, Kenya.

Table 2.1: Knowledge Gap Matrix

Author and Year	Title of the Study	Findings	Knowledge Gap
Odedokum (2013)	Deviation and Delays in Aid Disbursement	Funds disbursement were negatively affected by procurement requirements, financial requirements, levels of per capita, political factors and trend factors	That study tailored on OECD countries this study focused on Kenya.
Kuen, Zailani, and Fernando (2013)	Factors influencing the process of project implementation in manufacturing companies in Malaysia	The objectives of the project and competencies of human resources were found to be the only factors that affect project implementation	That study was based on manufacturing companies in Malaysia.
Mogaka (2013)	Influence of funds disbursement procedure and implementaion of donor funded healthcare projects	Funds protocol agreement, resource allocation, organizational structure, and organizational culture had a positive and significant effect on the implementation of donor-funded health care projects undertaken by Nairobi City County, Kenya	This study reviewed the specific terms and conditions attached to donor funds. While Mogaka (2013) reviewed the process of donor funds distributions

Ramothamo (2013)	Project management practices of HIV/AIDs donor-funded projects in Maseru	The study established that the projects faced challenges including lack of funds, non-existent policy, no systems for follow-ups, and the lack of monitoring and evaluation.	That study focused on project management practices, this study evaluated donor terms and conditions
Keng'ara (2014)	Effects of funds disbursement procedures on implementation of donor projects in Homa Bay County, Kenya	The study found that the disbursement procedures put in place by donors hampered the implementation of projects.	That study focused on donor funded projects in Homa Bay County, Kenya. This study focused on Machakos County, Kenya.
Bhoola, Hiremath, and Mallik (2014)	Risk management approaches used by firms in India to manage their projects.	The study remarked that risk mitigation was the most effective risk management strategy. The firms were found not to implement acceptance, transference, and avoidance	This study aimed to define effect of risks management strategies in donor funded projects
Siholo (2016)	Influence of donor reporting demands on the successful implementation of donor funded health programmes in Kwale and Mombasa Counties in Kenya.	The researcher established that there was a positive and significant relationship between the NGO's absorption capacity, sustainability, effectiveness, health financing functions, and monitoring and evaluation on the successful outcomes of health programmes in Kwale and Mombasa County, Kenya.	That study focused on health programmes implemented by NGOs in Mombasa County, this study focused on projects implemented by the county government.
Haron, Devi, Hassim, Tahir, and Harun (2017)	Relationship between project management and the implementation of construction projects in Malaysia	The researchers established that the project management had a positive and statistically significant effect on project implementation.	That study focused on contrstion projects in Malaysia, this study focused on healthcare projects in Kenya

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The aim of this research project was to determine the effect of the donor terms and condition on project implementation. This section of the study provides the framework used to achieve this objective. This section summarises the research design, the target population, the sample, data collection instrument, data collection procedure, data analysis and methods used to analyse the data.

3.2 Research Design

The research design is the main framework that the researcher chooses to bring together the different parts of the study in a coherent and logical manner, thereby, ensuring that the research questions are effectively and conclusively answered. The research design consists of the blueprint for the collation, measurement, and evaluation of the data (De Vaus, 2001). According to Creswell and Creswell (2017), the research problems dictates the type of research design. A review of previous studies with topics related to this study established that the descriptive research design was the most appropriate (Omolo, 2015; Too, 2015; Lukio, 2018). Shields and Rangarajan (2013), advocate for the use of descriptive research design when the researcher intends to describe the characteristics of the phenomenon under study. Casadevall and Fang (2015), indicates that this appropriate where the researcher wants to explore a given phenomenon. This research approach is mostly used where the researcher wants to gain an understanding of a given issue.

3.3 Target Population

The target population is the group of individuals, organisations, items, and objects over which the researcher hopes to generalise their conclusions (International Developments Project, 2016). According to Lavrakas (2008), it is important to identify the target population correctly as this identification determines if the study participants/ study samples are eligible or ineligible for the survey. The target population for this study were the 65 donor-funded healthcare projects undertaken in Machakos County during the period 2013-2017 (Machakos County Government, 2018).

Table 3.1: Target Population

Type of Project	Number of Projects
Construction of Facilities	11
Refurbishment of Facilities	13
Training	12
Purchase of Equipment	16
Outreach programmes (immunization, HIV, maternal, preventive, etc)	13
Total	**65**

3.4 Sample Size and Sampling Procedure

Owing to the size of the target population, the researcher used the census sampling approach. The census approach entails the collection of information from the entire group/ target population (Lavakas, 2017). The sample constituted of 65 project managers of health projects.

3.5 Research Instrument

During the literature review process, the researcher established that there are numerous approaches that can be used to collect study data. These include focus groups, discussions, interviews, questionnaires, and observations. This study sought to determine the perception of project management officers as pertains to donor funding affect the process of project implementation. The most appropriate research instrument was determined to be the questionnaire. Debois (2019) advocates for the use of questionnaires as they are a cheap method of collecting data; they are easy to administer; they are a practical method of collecting data as the researcher can choose open-ended or multiple-choice questions; they provide a mechanism to collect a large amount of data; when data is quantified it is easy to compare and contrast responses and to measure change; questionnaires are easy to analyse; allow for anonymity of the respondents which allows for answers to be truthful; and they can be constructed to capture every area.

The questionnaire is made up of two sections. The first section collects information about the demographics of the study respondents such as their ages, gender, level of education, and number of years the respondents have worked in Machakos County. These demographic factors have been found to impact the responses and perceptions of study participants. The second section of the study evaluates the donor funding and how they affect the process of project implementation. The responses to questions in the second section of the questionnaire are in the form of a 5 points Likert Scale.

3.6 Validity of the Research Instrument

The different measurements and constructs used in research require an explanation of abstract, and intangible data that is often not observable (Miller, Reynolds, Ittenbach, Luce, Beauchamp, & Nelson, 2015). This necessitates the researcher to use measurement tools through which the information needed would be captured. This results in a situation whereby the researcher has to ensure that the measurement tools are valid and reliable (Kember & Leung, 2014). The researcher has to ensure that the data collection instrument captures the concepts or contend consistently. Validity refers to the capability of the research instrument to capture the intended information (Last, 2001). The questionnaire was subjected to a pre-test to determine the readability, clarity and comprehensiveness, and determine which items should be included in the questionnaire. (Sangoseni, Hellman, & Hill 2013; DeVon, Block, Moyle-Wright, Ernst, Hayden, & Lazzara, 2014).

3.7 Reliability of the Research Instrument

Reliability refers to the capability of the results of the study being reproduced when using similar methodology. The reliability of the research instrument was determined using Cronbach's Alpha Coefficient. This coefficient measures the variance attributable to the subjects and variance attributable to the interaction between subjects and items. The cut-off point for Cronbach's coefficient is 0.7 (Cronbach & Shavelson, 2004).

3.8 Data Collection Procedure

The study used primary data, collected from first-hand sources (Driscoll & Brizee, 2017). It is considered advantageous to use primary data because the researcher can develop the research instrument to capture the precise data needed for the study (Institute for Work and Health, 2015). The data for the study was collected from various officials working in the health department in Machakos County, Kenya. The researcher collected data during the weekly meetings held at the health department. The researcher distributed the questionnaires before the meeting.

3.9 Operationalization of Variables

Table 3.2 provides a summary of the operationalization of the study variables.

Table 3.2: Operationalization of Variables

Variable	Indicator	Measurement items	Scale
Project Implementation	Success of Project	• Cost • Time • Quality	Ordinal
Financial Regulations	Donor Terms and Conditions	• Disbursement • Spending Guidelines • Over/under expenditure	Ordinal
Project Administration Regulations	Donor Terms and Conditions	• Project Management Strategies • Competence of Project Team • Processes and Procedures	Ordinal
Risk Management Regulations	Donor Terms and Conditions	• Project Risk Identification • Risk Assessment • Risk Mitigation	Ordinal
Reporting Terms and Conditions	Donor Terms and Conditions	• Reporting Frequency • Project Deliverables • Content of Reports	Ordinal
Procurement Procedures	Governance Policies	• Government Rules • Transparency • Accountability	Ordinal

3.10 Data Analysis Techniques

The data collected was checked for completeness and coded. The data was analysed using the Statistical Package for Social Sciences (SPSS). Descriptive statistics was used to determine the influence of donor funding on the implementation of healthcare projects. Inferential statistics was used to determine the influence of the terms and conditions on project implementation.

3.11 Ethical Considerations

The Human Research Ethical Committee (HREC) mandates for any research study that involves human subject/participants should have respect for the ethical issues (Mollet, 2013). According to Biber (2005), the researcher must ensure the moral integrity of the research process and findings. The researcher sought approval from the University of Nairobi to conduct the study. Thereafter, the researcher sought permission from the county government of Machakos to collect data. The respondents were informed that participation in the study was voluntary, they were also informed that they should only answer the questions they feel comfortable answering. The participants were fully informed of the reasons for the study and were requested to give consent before the study began.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

The researcher set out to determine the influence of donor funding on project implementation. This objective was achieved through the evaluation of donor-funded healthcare projects in Machakos County, Kenya. This section provide the finding of the objectives.

4.2 Response Rate

The study distributed 65 questionnaires out of which 58 questionnaires were returned completely filled. The response rate was 89.23%. According to Creswell and Creswell (2017), a response rate of more than 50% is adequate.

4.3 Reliability Test

Cronbach's alpha coefficient was used to determine the reliability of the research instrument. The findings of the test are summarised in Table 4.1.

Table 4.1: Cronbach's Alpha Coefficients

Variable	Number of Items	Coefficients
Financial Regulations	7	0.711
Project Administration Regulations	7	0.727
Risk Management Regulations	6	0.826
Reporting Regulations	6	0.708
Procurement Procedures	3	0.961
Project Implementation	3	0.933

4.4 Respondents' Demographic Information

The demographic information of the study respondents' is summarised in this section.

Respondents' Gender

The gender of the study participants is summarised in Figure 4.2.

Table 4.2: Respondents' Gender

Gender	Frequency	Percent
Male	25	43
Female	33	57
Total	**58**	**100.0**

The findings in table 4.2 depicts that of the 58 individuals who participated in the study 57% were female while 43% were male, which implies that there is almost parity between the number of female and male project managers in Machakos County, Kenya.

4.4.2 Respondents' Ages

The respondents ages as depicted in Table 4.3.

Table 4.3: Respondents' Ages

Age Groups	Frequency	Percent
31-40 years	21	36.2
41-50 years	24	41.4
Over 50	13	22.4
Total	**58**	**100.0**

The findings indicate that the majority of respondents (41.4%) were between the ages of 41-50 years. However, the number of 31-40 year olds was significant (36.2%). The number of those over 50 years was only 22.4%. These findings suggest that project managers had significant work experience.

4.4.3 Respondents' Level of Education

The findings in Table 4.4 are an indication of the educational attainment of the study respondents'.

Table 4.4: Respondents' Level of Education

Level of Education	Frequency	Percent

Diploma	5	8.6
Bachelors	38	65.5
Postgraduate Degree	15	25.9
Total	**58**	**100.0**

From Table 4.4 majority of respondents had attained bachelor's qualifications (65.5%) while 25.9% had acquired postgraduate qualifications. Only five of the respondents had a diploma. These findings suggest that the study participants had high level of education.

4.5 Descriptive Analysis

This section of the study provides a description of the terms and conditions attached to the donor funds, the procurement procedures applied to the individual projects, and the project implementation of health care projects in Machakos County Kenya.

4.5.1 Financial Regulations and Project Implementation

Financial regulations are a key component of donor funding. These regulations are put in place to ensure full financial accountability and transparency. A description of the financial regulations attached to the donor funds for healthcare projects in Machakos County, Kenya are summarised in Table 4.5.

Table4.5: Financial Regulations

Financial Regulations		F	%	Mean	Std. Deviation
The regulations required for funds disbursement are numerous and require a lot of time	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	4	6.9		
	Agree	23	39.7		
	Strongly Agree	31	53.4		
Total		**58**	**100**	**4.47**	**0.63**
The regulations delay the disbursement of funds	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	4	6.9		
	Agree	12	20.7		
	Strongly Agree	42	72.4		
Total		**58**	**100**	**4.66**	**0.61**
Accountability for pervious funds must be done before more disbursements are made	Strongly Disagree	8	13.8		
	Disagree	14	24.1		
	Neutral	10	17.2		
	Agree	4	7		
	Strongly Agree	22	37.9		
Total		**58**	**100**	**4.98**	**0.12**
The time needed to fulfil the financial regulations are sufficient	Strongly Disagree	30	51.7		
	Disagree	9	15.5		
	Neutral	7	12.2		
	Agree	6	10.3		
	Strongly Agree	6	10.3		
Total		**58**	**100**	**2.12**	**1.42**
The spending guidelines are clearly spelt out	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	0	0		
	Agree	11	19		
	Strongly Agree	47	81		
Total		**58**	**100**	**4.81**	**0.40**
Deviations from spending guidelines is allowed with good reason	Strongly Disagree	8	13.8		
	Disagree	14	24.2		
	Neutral	10	17.2		
	Agree	4	6.9		
	Strongly Agree	22	37.9		
Total		**58**	**100**	**3.31**	**1.52**
Amounts not pend can be used for other projects	Strongly Disagree	43	74.1		
	Disagree	7	12.1		
	Neutral	8	13.8		
	Agree	0	0		
	Strongly Agree	0	0		
Total		**58**	**100**	**1.40**	**0.72**
Composite Mean and Standard Deviation				**3.68**	**0.76**

The findings in Table 4.5 suggest that the regulations required for funds disbursement are numerous and require a lot of time and the regulations delay funds disbursement as implied by means of 4.47 and 4.66 respectively; the standard deviations of 0.627 and 0.608 respectively imply that most of the respondents were of the same opinion. The mean of 5.00 and standard deviation of 0.00 imply that all the respondents had to account for all the funds prior to the release of additional funds. The mean of 2.12 suggests that the time need to fulfil the financial regulations was not sufficient. However, the standard deviation of 1.415 implies that there was no significant dispersal of opinions from the respondents. The mean of 3.31 suggests that the respondents were neutral on the deviation of spending the standard deviation of 1.524 shows that most of the respondents were not of the same opinion. The mean of 1.40 and standard deviation of 0.724 indicates that the respondents strongly disagreed with the assertion that amounts not spent could be used for other projects.

4.5.2 Project Administration Regulations and Project Implementation

Project administration regulations include identification of strategies, specification of the project teams' competencies, specification of project resources, processes and procedures, and monitoring and evaluation. The researcher sought to determine the project administration regulations associated with donor-funded projects. The findings are presented in Table 4.6.

Table 4.6: Project Administration Regulations

Project Administration Regulations		F	%	Mean	Std. Deviation
The project manager must confirm the project management strategies to the donors	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	0	0		
	Agree	11	18.6		
	Strongly Agree	47	81.4		
Total		**58**	**100**	**4.81**	**0.40**
The donors specify requirements for management competencies	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	0	0		
	Agree	35	60.3		
	Strongly Agree	23	39.7		
Total		**58**	**100**	**4.40**	**0.49**
The donors have specification on the number of resources to be used in a given project	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	4	6.9		
	Agree	4	6.9		
	Strongly Agree	50	86.2		
Total		**58**	**100**	**4.79**	**0.55**
The donors require the officers working on donor-funded projects to have formal training on aid management and financial controls	Strongly Disagree	2	3.4		
	Disagree	15	25.9		
	Neutral	21	36.2		
	Agree	7	12.1		
	Strongly Agree	13	22.4		
Total		**58**	**100**	**3.24**	**1.17**
The donors require the implementing entity to have a monitoring and evaluation framework	Strongly Disagree	0	0		
	Disagree	2	3.5		
	Neutral	10	17.2		
	Agree	17	29.3		
	Strongly Agree	29	50		
Total		**58**	**100**	**4.26**	**0.87**
The projects are implemented using a set of processes and procedures approved by the donor	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	0	0		
	Agree	8	13.8		
	Strongly Agree	50	86.2		
Total		**58**	**100**	**4.86**	**0.35**
The donor agency facilities competency building	Strongly Disagree	5	8.6		
	Disagree	7	12.1		
	Neutral	16	27.6		
	Agree	16	27.6		
	Strongly Agree	14	24.1		
Total		**58**	**100**	**3.47**	**1.23**
Composite Mean and Standard Deviation				**4.26**	**0.72**

The findings summarised in Table 4.6 suggest that the project managers must confirm the project management strategies to the donors, the donors specify requirements for management competencies, and that the donors have specification on the number of resources to be used in a given project as implied by means of 4.81, 4.40, and 4.79 respectively. The standard deviations of 0.395, 0.493, and 0.554 respectively imply that most of the respondents are of the same opinion. The mean of 3.24 indicates that the respondents were neutral on the fact that the donors require the implementing entity to have a monitoring and evaluation framework. The standard deviation of 1.174 indicates that there was significant variation in the responses given. The means of 4.26 and 4.86, the standard deviation of 0.870 and 0.348 indicate that the respondents strongly agree that the donors require the implementing entity to have a monitoring and evaluation framework and that the projects are implemented using a set of processes and procedures approved by the donor respectively. The mean of 3.47 indicates that the respondents were neutral on the question of the donors facilitating competency building. The standard deviation of 1.231 implies significant deviation in the opinions of the respondents.

4.5.3 Risk Management Regulations and Project Implementation

Research has shown that various risks affect the implementation of the projects and as such project managers are required to identify and mitigate against risks. The study investigated the risk management regulations of donor funded projects. The findings are summarised in Table 4.7

Table 4.7: Risk Management Regulations

Risk Regulations		F	%	Mean	Std. Deviation
The donors require that each project has a risk identification report	Strongly Disagree	2	3.4		
	Disagree	4	6.9		
	Neutral	14	24.2		
	Agree	4	6.9		
	Strongly Agree	34	58.6		
Total		**58**	**100**	**4.10**	**0.19**
The donor agency fund projects with proper internal controls to mitigate against risks	Strongly Disagree	0	0		
	Disagree	2	3.4		
	Neutral	13	22.4		
	Agree	9	15.6		
	Strongly Agree	34	58.6		
Total		**58**	**100**	**4.29**	**0.94**
The donor require that each risk be ranked	Strongly Disagree	3	5.2		
	Disagree	3	5.2		
	Neutral	13	22.4		
	Agree	4	6.9		
	Strongly Agree	35	60.3		
Total		**58**	**100**	**4.12**	**1.23**
The donors require that verification of internal controls be done by independent third parties	Strongly Disagree	33	56.9		
	Disagree	13	22.4		
	Neutral	0	0		
	Agree	7	12.1		
	Strongly Agree	5	8.6		
Total		**58**	**100**	**1.93**	**1.36**
The donors require that projects with high risk impact costs not be undertaken	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	0	0		
	Agree	40	69		
	Strongly Agree	18	31		
Total		**58**	**100**	**4.31**	**0.47**
Risk ranking helps the donors to identify which projects to finance	Strongly Disagree	13	22.4		
	Disagree	3	5.2		
	Neutral	17	29.3		
	Agree	6	10.3		
	Strongly Agree	19	32.8		
Total		**58**	**100**	**3.26**	**1.53**
Composite Mean and Standard Deviation				**4.26**	**0.72**

The mean of 4.10 suggests that the donors require that each project have a risk identification report, however, the standard deviation of 1.195 suggests that this might not apply for all projects and/or donors. The respondents agreed as implied by a mean of 4.29 that the donor agency fund projects with internal controls to mitigate against risks. The respondents indicated that the donors require that each risk be ranked as indicated by a mean of 4.12, the standard deviation of 1.229 suggests that the responses were not unanimous. The mean of 1.93 suggests that the respondents strongly disagreed with the assertion that the donors require that verification of internal controls be done by independent third parties. The standard deviation of 1.362 suggests that the findings are not true for all projects and/or donors. The mean of 4.31 and standard deviation of 0.467 implies that the donors require that projects with high risk impact costs not be undertaken. The mean of 3.26 and standard deviation of 1.528 implies that the respondents were not clear if the ranking of risks helps the donor identify which projects to finance.

4.5.4 Reporting Regulations and Project Implementation

Reporting regulations are put in place to ensure that the firm and/or organisation give status reports on activities undertaken. These regulations are put in place to ensure performance of tasks. The researcher sought to determine the reporting regulations imposed on donor-funded health care projects in Machakos County, Kenya as illustrated in table 4.8.

Table 4.8: Reporting Regulations

Reporting Regulations		F	%	Mean	Std. Deviation
The donors require the implementing entity to generate progress reports after a stipulated amount of time	Strongly Disagree	2	3.5		
	Disagree	2	3.4		
	Neutral	0	0		
	Agree	18	31		
	Strongly Agree	36	62.1		
Total		**58**	**100**	**4.48**	**0.86**
The donors require that the status reports adhere to international standards	Strongly Disagree	0	0		
	Disagree	1	1.7		
	Neutral	2	3.4		
	Agree	19	32.8		
	Strongly Agree	36	62.1		
Total		**58**	**100**	**4.55**	**0.65**
The donors updates the reporting regulations frequently	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	24	41.4		
	Agree	12	20.7		
	Strongly Agree	22	37.9		
Total		**58**	**100**	**3.97**	**0.90**
Recommendation arising from the review of status reports by the donor must be implemented	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	0	0		
	Agree	18	31		
	Strongly Agree	40	69		
Total		**58**	**100**	**4.69**	**0.47**
The reporting regulations are duplications	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	5	8.6		
	Agree	27	46.6		
	Strongly Agree	26	44.8		
Total		**58**	**100**	**4.36**	**0.64**
Compiling status reports is cumbersome and time consuming	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	3	5.1		
	Agree	15	25.9		
	Strongly Agree	40	69		
Total		**58**	**100**	**4.64**	**0.58**
Composite Mean and Standard Deviation				**4.45**	**0.69**

The findings summarised in Table 4.8 suggest that the donor require the implementing entity to generate progress reports after a stipulated amount of time and that the donors require that the status reports adhere to international standards as implied by means of 4.48, 4.55 and standard deviations of 0.863 and 0.654 respectively. Overall, the respondents were neutral on the question of whether the donors update the reporting regulations frequently as implied by mean of 3.97 and standard deviation of 0.898. The means of 4.69, 4.36, and 4.64 imply that the respondents agreed with the assertion that the recommendation arising from the review of status reports by the donor must be implemented, the reporting regulations are duplications, and that compiling status reports is cumbersome and time-consuming respectively. Further, the standard deviations of 0.467, 0.641, and 0.583 indicate that there was congruence in the responses given.

4.5.5 Procurement Procedures

The government of Kenya has developed a comprehensive framework that governs the procurement of goods and services by public sector entities. This section provides a description of the procurement procedures applied during the implementation of health care projects in Machakos County. The researcher hypothesised that these procedures affect the implementation of healthcare projects funded by donors.

Table 4.9: Procurement Procedures

Procurement Procedure		F	%	Mean	Std. Deviation
The donors require the implementing entity to generate progress reports after a stipulated amount of time	Strongly Disagree	0	0		
	Disagree	0	0		
	Neutral	0	0		
	Agree	12	20.7		
	Strongly Agree	46	79.3		
Total		**58**	**100**	**4.79**	**0.41**
The procurement procedures serve to enhance transparency	Strongly Disagree	8	13.8		
	Disagree	8	13.8		
	Neutral	24	41.4		
	Agree	13	21.7		
	Strongly Agree	5	8.4		
Total		**57.478**	**99.1**	**2.98**	**1.13**
The procurement procedures serve to enhance accountability of the projects	Strongly Disagree	10	17.2		
	Disagree	10	17.2		
	Neutral	15	25.9		
	Agree	12	20.7		
	Strongly Agree	11	19		
Total		**58**	**100**	**3.07**	**1.36**
Composite Mean and Standard Deviation				**4.45**	**0.69**
Composite Mean and Standard Deviation				**4.45**	**0.69**

As depicted in Table 4.9 procurement procedures laid out by the government affect the implementation of donor funded projects as implied by mean of 4.79 and standard deviation of 0.409. The respondents disagreed with the assertion that the procurement procedures served to enhance transparency, the standard deviation of 1.362 suggests that there was dispersion in the opinions. The mean of 3.07 and standard deviation of 1.362 make it difficult to establish if the procurement procedures serve to enhance the accountability of the projects.

4.5.6 Project Implementation

The final state of the project process is project implementation whose outcome is a fully functioning projects. For project implementation to be considered successful, it must be completed within the stipulated time period, within budget, and meet the quality standards. Table 4.10

summarises the general status of the projects implemented by the project officers in Machakos County, Kenya.

Table 4.10: Project Implementation

Project Implementation		F	%	Mean	Std. Deviation
The projects implemented are within the stipulated budget, with little or no variance	Very Low	26	44.8		
	Low	27	46.1		
	Moderate	3	4.7		
	Great	3	4.4		
	Very Great	0	0		
Total		**58**	**100**	**1.66**	**0.71**
Health projects implemented by the county are within the stipulated time period	Very Low	16	27.6		
	Low	23	39.7		
	Moderate	5	8.6		
	Great	11	19		
	Very Great	3	5.1		
Total		**58**	**100**	**2.34**	**1.22**
The procurement procedures serve to enhance accountability of the projects	Very Low	0	0		
	Low	0	0		
	Moderate	0	0		
	Great	28	48.2		
	Very Great	30	51.8		
Total		**58**	**100**	**4.52**	**0.50**
Composite Mean and Standard Deviation				**2.83**	**0.81**

The findings summarised in Table 4.10 suggests that the healthcare projects implemented in Machakos County are not completed within the stipulated budget as implied by mean of 1.66 and standard deviation of 0.715. The mean of 2.34 implies that the health projects are not implemented within the stipulated time period, the standard deviation of 1.222 suggests that there was a variance in the responses given. The responses indicated that the quality of the health project implemented in Machakos County, Kenya meet the required quality standards are implied by a mean of 4.50 and standard deviation of 0.504.

4.6 Inferential Analysis of Influence of Donor Funds and Project Implementation

The researcher used estimated equations 3.1 and 3.2 using SPSS. The estimation was done using multivariate regression and discussed in this section.

4.6.1 Model Summary

A summary is computed in order to establish the ability of the model to establish the relationship between the dependent and independent variables. The summary of the model used to determine the influence of donor funds on project implementation is presented in Table 4.11.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592[a]	.350	.301	0.022

a. Predictors: (Constant), Financial Regulations, Project Administration Regulations, Risk Management Regulations, Reporting Regulations

The correlation coefficient (R) was computed to determine the strength of the relationship between the variables. The computed R for this model was 0.592. This implies that the relationship between the dependent and independent variables is strong. The coefficient of variation show the proportion of the variance of the dependent variable that is attributed to the independent variables (Gujarati & Porter, 2009). The computed R squared is 0.350 which indicates that 35% of the variation in the dependent variable is occasioned by the independent variables used. The remaining variation of 65% is determined by variables not included in this study.

4.6.2 Analysis of Variance

The ANOVA was computed in order to determine if there is a difference in the means of the dependent and independent variables. Table 4.12 provides the results of the F test. This test gives the significance of the regression model (Gujarati & Porter, 2009).

Table 4.12: Analysis of Variance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.798	4	7.449	7.139	.000[b]
	Residual	55.306	53	1.044		
	Total	85.103	57			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Financial Regulations, Project Administration Regulations, Risk Management Regulations, Reporting Regulations

The computed p-value is equal to 0.000 which is less than the critical value of 0.05, which imply that the model is adequate for examining the relationship between the dependent and the independent variables.

4.6.3 Coefficients

Multiple regression analysis was used to estimate equation 3.1 in order to determine the effect of donor funds on project implementation. The results of the estimation of equation 3.1 are presented in Table 4.13.

Table 4.13: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	13.013	2.664		4.885	.000
	Financial Regulations	.647	.347	.223	1.862	.008
	Project Administration Regulations	.502	.279	.205	1.796	.007
	Risk Management Regulations	.967	.257	.590	3.763	.000
	Reporting Regulations	.510	.374	.614	1.042	.000

a. Dependent Variable: Project Implementation

The findings summarised in Table 4.12 suggest that equation 3.1 can be rewritten as

$$Y = 13.013 + 0.647X_1 + \ 0.502_2X_2 + 0.967X_3 + 0.510X_4 \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(4.1)}$$

The β = 0.647 and p-value of 0.008 implies that financial regulations have a positive and significant effect on the implementation of donor funded health care projects. The findings potray that a one unit increase in the financial regulations will result in a 0.647 unit increase in the implementation of projects. The beta value of 0.502 and p –value of 0.007 suggests that project administration regulations have a positive and significant effect on project implementation. A unit increase in project administration regulations results in a 0.502 unit increase in project implementation. The beta value of 0.967 and p-value of 0.000 suggest that a unit increase in risk management procedures will results in a 0.967 increase in project implementation. This increase is statistically significant at the 5% confidence level. The reporting regulations have a positive and statistically significant effect on project implementation as implied by mean of 0.510 and p-value of 0.000.

4.7 Inferential Analysis of the Moderating Effect of Procurement Procedures

The researcher sought to determine the moderating effect of procurement procedures on the relationship between donor funds and project implementation. The findings are summarised in this section.

4.7.1 Model Summary

The model below depicts the moderating influence of government procurement procedures on project implementation as displayed in Table 4.14.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.657[a]	.431	.376	.965

a. Predictors: (Constant), Financial Regulations, Project Administration Regulations, Risk Management Regulations, Reporting Regulations, Procurement Procedures

The computed R is 0.657, this indicates that the relationship between the dependent and independent variables is strengthened by the presence of the moderating variable. The computed R squared is 0.431, this implies that 43.1% of the variation in the implementation of healthcare projects in Machakos County is determined by financial regulations, project administration regulations, risk management regulations, reporting regulations, and procurement procedures. The remaining variation of 56.9% is determined by factors not included in the model.

4.7.2 Analysis of Variance

Table 4.15 provides an analysis of the model used to test the moderating effect of procurement procedures on the relationship between donor funds and project implementation.

Table 4.15: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.692	5	7.338	7.882	.000[b]
	Residual	48.411	52	.931		
	Total	85.103	57			

a. Dependent Variable: Project Implementation

b. Predictors: (Constant), Financial Regulations, Project Administration Regulations, Risk Management Regulations, Reporting Regulations, Procurement Procedures

The computed p-value is 0.000 which implies that the model is statistically significant for determining the relationship between the dependent and independent variables.

4.7.3 Regression Coefficients

Table 4.16 summarises the results of the estimation of equation (3.2).

Table 4.16: Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	11.826	2.554		4.631	.000
	Financial Regulations	1.000	.353	.344	2.835	.007
	Project Administration Regulations	.546	.264	.223	2.067	.044
	Risk Management Regulations	.839	.247	.512	3.393	.010
	Reporting Regulations	1.335	.359	.543	3.721	.000
	Procurement Procedures	.575	.211	.308	2.721	.009

a. Dependent Variable: Project Implementation

The findings summarised in Table 4.16 require that equation 3.2 be rewritten as

$$Y = 11.826 + 1.00X_1 + 0.546X_2 + 0.839X_3 + 1.335X_4 + 0.575X_5 \ldots\ldots\ldots\ldots.. (3.2)$$

The findings summarised in Table 4.16 indicate that with the moderating effect of procurement procedures the influence of financial risk regulation on the implementation of healthcare projects increased from 0.647 to 1.00. The influence of project administration regulations is positive and statistically significant. A unit increase in project administration regulations will result in a unit increase in the implementation of healthcare projects in Machakos County, Kenya. In the presence of the moderating variable the influence of project administration regulations on project implementation increases from 0.502 to 0.546. In the presence of the moderating variable the influence of risk management on project implementation is positive and statistically significant as implied by β = 0.839, p-value= 0.001. The influence of risk management with the moderating effect of risk management will result in a reduction in project implementation. The effect of reporting regulations on project implementation is positive and statistically significant as implied by β = 1.335 p-value = 0.000. The effect of reporting regulations on project implementation increased from 0.510 to 1.335 in the presence of the moderating variable. The influence of procurement procedures on project implementation is positive and statistically significant as implied by β = 0.575 p-value = 0.007.

4.8 Discussion of Findings

This section of the study provides a discussion of the study findings in terms of the objectives.

4.8.1 Financial Regulations and Project Implementation

The study established that the financial regulations are numerous and require a lot of time and the regulations delay funds disbursements. In concurrence with findings of Odedokum (2013) who found that financial requirements attached to donor-funded projects are extensive which creates challenges for compliance which in turn results in the delay of funds. The study also established that funds that remain after the project is implemented cannot be used for other purposes. According to Odedokum (2013), the financial regulations are intended to enhance accountability and responsible use of donor funds. The influence of financial regulations on project implementation was found to be positive and significant. This implies that financial regulations enhance the probability of the projects being implemented within the stipulated time period, within budget and attainment of the required quality. These contradict the findings of Odedokum (2013) that financial regulations negatively impact project implementation.

4.8.2 Project Administration Regulations and Project Implementation

The study established project managers must confirm the project management strategies with the donors, the donors specify the competencies for staff working on the projects, that the donors specify the number of resources to be used, that the donors require the implementing entity to have a monitoring and evaluation framework and that the projects are implemented using a set of processes and procedures approved by the donor. These also echoes findings of Kueni, Zailani and Fernando (2013), Mogaka (2013), and Ramothamo (2013). According to Ramothamo (2013) the specification of the manner in which the project will be managed seeks to ensure that the project is implemented in line with the objectives. The effect of project administration regulations project implementation was found to be positive and statistically significant. These findings also confirm the findings of Kueni, Zailani and Fernando (2013), Mogaka (2013), and Ramothamo (2013).

4.8.3 Risk Management Regulations and Project Implementation

The study noted donors require that each project have a risk identification report, the donor agency fund projects with internal controls to mitigate against risks, the donors require that each risk be ranked, and that the donors require that projects with high risk impact costs not be undertaken. The study further established that there is no requirement of verification of internal controls by third parties. Similarly, the efficacy of the ranking of risk was not considered to be effective. The effect of risk management strategies on project implementation was found to be positive and significant. These findings confirm the findings of Bhoola, Hiremath, and Malik (2014) who established that risk management regulations mitigate against the occurrence of hazards or problems that can inhibit the implementation of projects.

4.8.4 Reporting Regulations and Project Implementation

The findings of the study indicate that the donor require the implementing entity to generate progress reports after a stipulated amount of time, the donors require that the status reports adhere to international standards the recommendation arising from the review of status reports by the donor must be implemented, the reporting regulations are duplications, and that compiling status reports is cumbersome and time consuming respectively. Additionally, it was established that some donors update their reporting regulations frequently. The influence of reporting regulations on project implementation was found to be positive and statistically significant. These findings confirm the findings of Shilolo (2016).

4.8.5 Moderating Influence of Procurement Procedures

The study established that procurement procedures laid out by the government have an effect on the process of project implementation. However, they did not ensure accountability and transparency of the process which is contrary to the findings of Mwangi (2017), who established that government procurement procedures contributed to proper implementation of projects and fulfilment of objectives of government initiatives. Project procurement procedures were found to have a positive and statistically significant moderating effect on the implementation of donor funded projects. These findings contradict the findings of Monyocho (2015) who found that procurement procedures used had a negative and statistically insignificant effect on project implementation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This section of the study provides a summary of the findings, draws conclusions based on the findings and makes recommendations based on the findings.

5.2 Summary of Findings

This section of the study provides a summary of the responses given by the study participants on the influence of donor funds on the implementation of health care projects in Machakos County, Kenya.

5.2.1 Financial Regulations and Project Implementation

The study evaluated the financial regulations attached to donor-funded healthcare projects in Machakos County, Kenya. The study established that the financial regulations are numerous and require a lot of time to fulfil, the regulations contribute to the delays in funds disbursement, previously disbursed funds must be fully accounted for before more funds are disbursed, the time needed to fulfil the financial regulation was not sufficient, the spending guidelines were clear, and amounts not spent on a given project cannot be used for other projects. The influence of financial regulations on the implementation of healthcare projects in Machakos County Kenya was found to be positive and statistically significant.

5.2.2 Project Administration Regulations and Project Implementation

The study evaluated the project administration regulations applied to donor-funded healthcare projects in Machakos County, Kenya. The study established that the project managers are required to confirm the project management strategies with the donors, the donors specify the management competencies, the number of resources to be used in the project are stipulated by the donors, on some projects and for some donors the staff working on the project were required to have formal training on aid management and financial controls, the donors required that the implementing entity have a monitoring and evaluation framework, projects were implemented using a set of processes and procedures approved by the donors, and some donors provide competency building through training. The overall effect of project administration regulations on project implementation was found to be positive and statistically significant.

5.2.3 Risk Management Regulations and Project Implementation

The study assessed the risk management regulation used on donor-funded projects in healthcare projects implemented in Machakos County, Kenya. The study established that the donor required that a risk identification be prepared for all projects, the donors prefer to fund projects with proper internal controls to mitigate against risks, each of the identified risk was ranked, the donors did not require the verification of internal controls to be done by independent third parties, projects with high risk impact costs were not funded by donors, and that for some projects that ranking of risks helped the donors determine if they would finance the project. The results of the inferential analysis indicated that risk management regulations have and positive and statistically significant effect on project implementation.

5.2.4 Reporting Regulations and Project Implementation

The study investigated the reporting regulations given by donors who fund healthcare projects in Machakos County, Kenya. The study determined that the donors required the implementing entities to generate progress reports after a stipulated amount time, the status reports had to adhere to international standards, some donors updated their regulations frequently, recommendations arising from the review of status reports by the donors must be implemented, some of the reporting regulations are duplications, and the compiling of the status reports was very time consuming and cumbersome for the project team. The results of the multiple regression showed that the reporting regulations had a positive and statistically significant effect on project implementation.

5.2.5 Moderating Influence of Procurement Procedures

The government of Kenya set out specific procedures to guide the procurement process of government departments, entities, and agencies. The researcher evaluated the effect of these procedures on donor-funded projects. The study established that the procedures do have an effect on project implementation, the procedures did not enhance transparency, and for some projects the procedures enhanced accountability while in some projects, they did not increase accountability. The effect of the procurement procedure on project implementation was found to be positive and statistically significant. The presence of procurement procedures increased the effect of financial regulations, project administration regulations, and reporting regulations on project implementation. However, the effect of risk management on project implementation was found to have decreased.

5.3 Conclusions

Based on the findings, the study makes several conclusions. The study established that there are numerous regulations attached to the donor funds. These regulations require significant amount of time to comply with, which delays the process of funds disbursement as funds are released after full accounting for the previously released funds. The study established that the spending guidelines are clear and that funds not spent on one project cannot be used on another project. The study concludes that although the financial regulations are numerous and take a significant amount of time to comply with. However despite the challenges the conditions enable the successful implementation of projects.

The study established that project administration regulations have a positive and statistically significant effect on project implementation. The study concludes that specification of the project management strategies and competencies of the management time, identification of the resources required to implement a project, training on aid management and financial controls, establishment of a monitoring and evaluation framework, and training to enhance competencies are important to ensure that projects are completed within the stipulated time period, within the budget, and within the quality standards.

The study established that the donors require risk identification, internal controls to mitigate risks, risk ranking, and exclusion of projects with high-risk profiles. The study, therefore, concludes that the process and strategies used to manage and mitigate risks are important components for the successful implementation of projects.

The study concludes that reporting regulations are critical to the process of project implementation because they provide a mechanism for the donors to ensure that the project is being implemented within the stipulated budget, within the required time and within the required quality. The study concludes that the reporting regulations are a way of ensuring that the donor is in control of the project implementation process.

The study established that the procurement procedures stipulated by the government were not enhancing the accountability and transparency of project implementation. However, they were found to enhance the effect of the donor terms and conditions. The study concludes that the procurement procedures serve their intended purpose in ensuring proper governance of funds and investments.

5.4 Recommendations

Projects funded by donors in Kenya encounter numerous challenges which impair and restrict their implementation. However, different actions can be taken by different entities to ensure that donor funded projects are completed within the stipulated time period, within the budget, and at the quality level required.

1. To the donors, the study recommends that they review the terms and conditions attached to their funding. The study established that some of the terms and conditions are duplications, the terms are too many, and require too much time to comply with. The researcher further recommends to the donors that their terms and conditions should be easy to comply with.
2. The study recommends that the county government of Machakos should review the terms and conditions attached to donor-funded projects. The county government should put in place frameworks and mechanisms to ensure that all the terms and conditions are adhered to. The donors funding helps to bridge shortfalls in the county government budget, therefore, the county government has an obligation to ensure that it completes projects funded by the donors.
3. The study recommends that the national government should review their procurement procedures with a view to making them easier to implement, transparent, able to ensure accountability and taking into consideration specifications of the different types of donors.

5.5 Suggestions for Future Studies

This study only focused on the effect of donor funding on the implementation of healthcare projects in Machakos County, Kenya. However, there are other factors such as stakeholder participation, political considerations, technical requirements, and cost estimations amongst others that affect the implementation of healthcare projects. Future studies should expand the scope to evaluate the influence of other factor the implementation of healthcare projects.

The study only focused on healthcare projects in Machakos County, Kenya future studies should be expanded to include other counties and other categories of projects such as education, agriculture, infrastructure, amongst others.

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APPENDICES

Appendix I: Introductory Letter

University of Nairobi,
P.O. Box 30197-00100,
Nairobi.
Email:
Tel: 0720 418 705

Dear Respondent,

<u>RE: COLLECTION OF DATA</u>

I am a student at the University of Nairobi, currently undertaking a Master of Arts Degree in Peace Education. I am carrying out a research on "**Influence of Donor Funding on Project Implementation: A Case of Health Care Projects in Machakos County, Kenya"**

It is my humble request that you assist me by filling the questionnaires correctly and honestly as possible. Be assured utmost confidentiality will be maintained. For this reason do not write your name on the questionnaire. I take this opportunity to thank you in advance for your willingness to participate in this important exercise.

Yours faithfully,

…………………………………..

Kivanguli Mercy Kagwiria
L50/72027/2014

Appendix II: Donor Funded Projects in Machakos County and Status

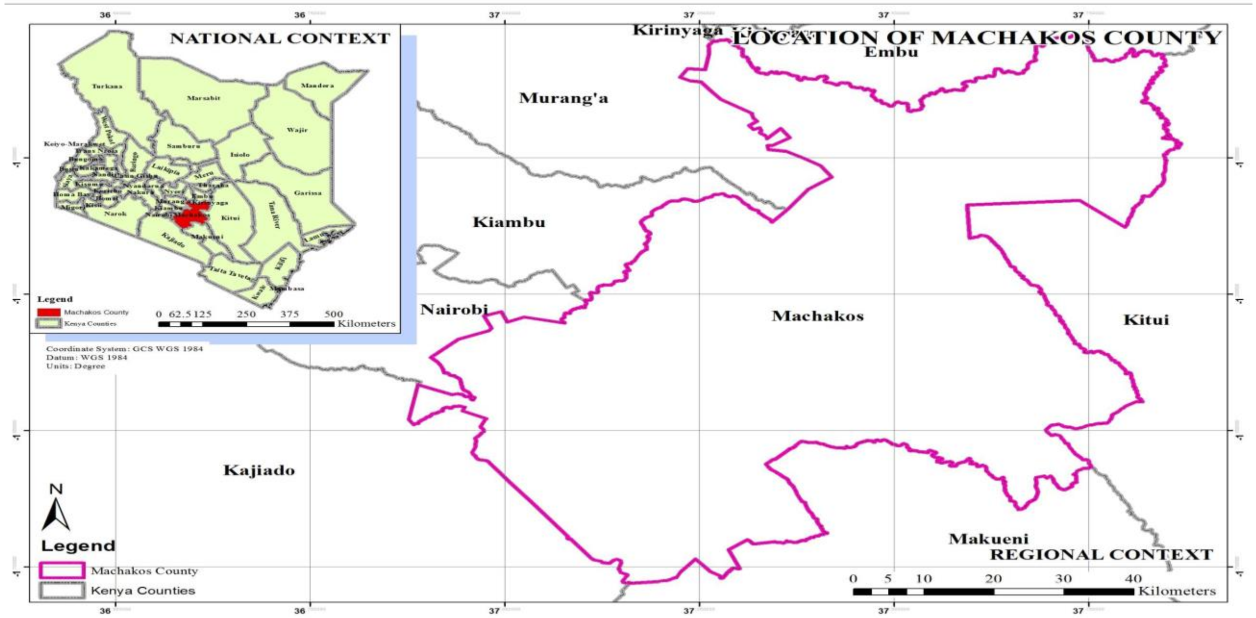
Donor Funded Projects in Machakos County and Status

Project Name	Cost (Kshs 000, 000)	Time-Frame	Source of Funds	Implementation Status
HIV/Aids Awareness Programme	Data not available	2013-2017	Development Partners, GOK, County Government	Ongoing
Immunization Programme in the Count	Data not available	2013-2017	Development Partners, GOK, County Government	Ongoing
Purchase of Ambulances	750	2013-2017	Development Partners, GOK, County Government	Done
Construction of Non-Residential Buildings	353	2013-2017	Development Partners, County Government	Ongoing
Construction of Residential Buildings	32	2013-2015	Development Partners, County Government	Planning stage
Refurbishment of Non-Residential Buildings	64	2013-2015	Development Partners, County Government	Planning Stage
Purchase of Measuring Equipment	18	2013-2015	Development Partners, County Government	Planning Stage
Purchase of Lighting Apparatus	4	2013-2015	Development Partners, County Government	Ongoing
Purchase of Air Conditioning Equipment	26	2013-2017	Development Partners, County Government	Planning Stage
Purchase of Fire Fighting Equipment	95	2013-2017	Development Partners, County Government	Planning Stage
Purchase of Laboratory Equipment	48	2013-2015	Development Partners, County Government	Planning Stage
Purchase of Education Equipment	16	2013-2015	Development Partners, County Government	Planning Stages
Purchase of Generators	33	2013-2015	Development Partners, County Government	Planning Stages

Purchase of Therapy Equipment	4	2013-2015	Development Partners, County Government	Planning Stages
Model Health Centers	Data not Available	2013-2014	Development Partners, County Government	Ongoing
Community-Based Information Systems	Data not Available	2013-2014	Development Partners, County Government	Ongoing
Rehabilitation of Health Centers	Data not Available	2013-2017	Development Partners, County Government	Ongoing

Source: Republic of Kenya (2015; 2019)

Appendix III: Machakos County



Source: Republic of Kenya (2018)

Appendix IV: Questionnaire for Respondents

Instructions: This questionnaire is designed to collect data on "Influence of Donor Funding on Project Implementation: A Case of Health Care Projects in Machakos County, Kenya". Kindly spare a few minutes and respond to all items as faithfully as possible. Do not indicate your name anywhere or any identification on this questionnaire. Fill in appropriately the blanks provided as applicable to you. The data collected will be used purely for academic purposes.

SECTION 1: BACKGROUND INFORMATION

1. Kindly indicate your gender
   Male [ ] Female [ ]

2. Kindly indicate your age
   19-30 years [ ] 31-40 years [ ]
   41-50 years [ ] Over 50 years [ ]

3. Kindly indicate your highest level of education
   High school certificate [ ] Certificate [ ]
   Diploma [ ] Bachelor's Degree [ ]
   Postgraduate Degree [ ]

SECTION TWO: DONOR FUNDING TERMS AND CONDITIONS AND PROJECT IMPLEMENTATION

4. What is the extent of your agreement with the following statements related to financial regulations attached to donor funds
(5= Strongly Agree; 4=Agree; 3=Neutral; 2= Disagree, 1= Strongly Disagree).

Financial Regulations	**5**	**4**	**3**	**2**	**1**
The regulations required for funds disbursement are numerous and require a lot of time					
The regulations delay the disbursement of funds					
Accountability of previous funds must be done before more disbursements are made					
The time needed to fulfil the financial regulations is sufficient					
The spending guidelines are clearly spelt out					
Deviation from spending guidelines is allowed with good reason					
Amounts not spent can be used for other projects					

5. What is the extent of your agreement with the following statements related to project administration regulations attached to donor funds
(5= Strongly Agree; 4=Agree; 3=Neutral; 2= Disagree, 1= Strongly Disagree).

Project Administration Regulations	**5**	**4**	**3**	**2**	**1**
The project manager confirm the project management strategies to the donors					
The donors specify requirements for management competencies					
The donors have specification on the number of resources to be used in a given project					
The donors require that the officers working on donor-funded project have formal training on aid management and financial controls					
The donors require the implementing entity have a monitoring and evaluation					
The projects are implemented using a set of processes and procedures approved by the donor					
The donor agency facilitates competency building					

6. What is the extent of your agreement with the following statements related to risk management regulations attached to donor funds
(5= Strongly Agree; 4=Agree; 3=Neutral; 2= Disagree, 1= Strongly Disagree).

Risk Management Regulations	**5**	**4**	**3**	**2**	**1**
The donors require that each project has a risk identification report					
The donor agency fund projects with proper internal controls to mitigate against risk					
The donor requires that each risk be ranked					
The donors require that verification of internal controls be done by independent third parties					
The donors require that projects with high risk impact costs not be undertaken					
Risk ranking helps the donors to identify which projects to finance					

7. What is the extent of your agreement with the following statements related to reporting requirements attached to donor funds
(5= Strongly Agree; 4=Agree; 3=Neutral; 2= Disagree, 1= Strongly Disagree).

Reporting Regulations	**5**	**4**	**3**	**2**	**1**
The donors require the implementing entity to generate progress reports after a stipulated amount of time					
The donors require that the status reports adhere to international standards					
The donor updates the reporting regulations frequently					
Recommendations arising from the review of status reports by the donor must be implemented					
The reporting regulations are duplication					
Compiling status reports is cumbersome and time-consuming					

8. What is the extent of your agreement with the following statements related to procurement procedures related to governance policies

Procurement Procedure	**5**	**4**	**3**	**2**	**1**
The procurement procedures laid out by the government affect the implementation of donor funded projects					
The procurement procedures serve to enhance transparency					
The procurement procedure serve to enhance accountability of the projects					

9. What is the extent of your agreement with the following statements related to project implementation of projects funded by donors
(5= Very Large Extent; 4=Large Extent; 3=Neutral; 2= Little Extent, 1= Very Little Extent).

Project Implementation	**5**	**4**	**3**	**2**	**1**
The projects implemented are within the stipulated budget, with little or no variance					
Health projects implemented by the county are within the stipulated time period					
The quality of the health projects implemented meets the required standards					
Overall Project Implementation					

10. To what extent do the donor term and condition influence the implementation of healthcare projects in Machakos County, Kenya

(5= Very Large Extent; 4=Large Extent; 3=Neutral; 2= Little Extent , 1= Very Little Extent).

Project Implementation	**5**	**4**	**3**	**2**	**1**
Financial Regulations					
Project Administration Regulations					
Risk Management Regulations					
Reporting Regulations					
Procurement Procedures					

Appendix V: Nacosti Letter

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 557073

Date of Issue: 18/November/2019

RESEARCH LICENSE

This is to Certify that Miss.. Mercy Kivanguli of University of Nairobi, has been licensed to conduct research in Machakos on the topic: INFLUENCE OF DONOR FUNDING ON PROJECT IMPLEMENTATION: A CASE OF HEALTHCARE PROJECTS IN MACHAKOS COUNTY, KENYA for the period ending : 18/November/2020.

License No: **NACOSTI/P/19/2891**

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SCIENCE,TECHNOLOGY &
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